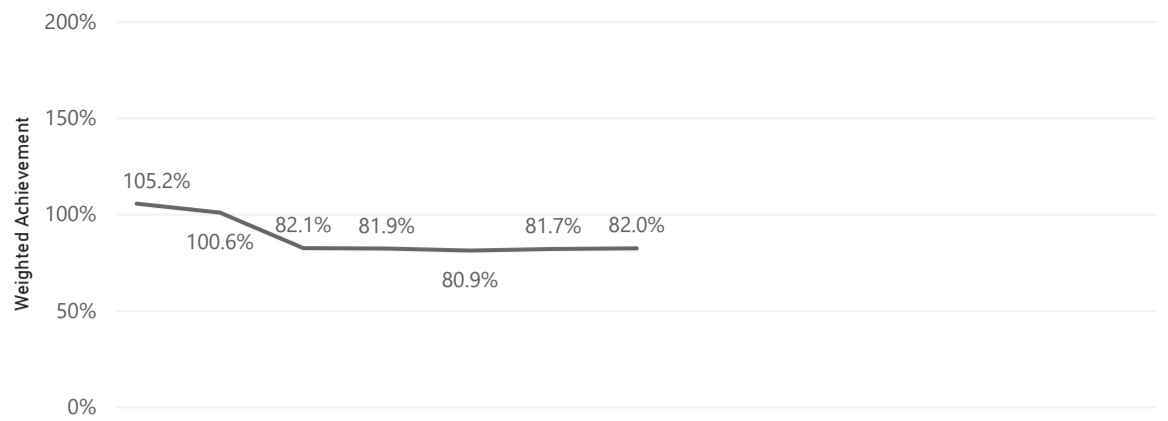


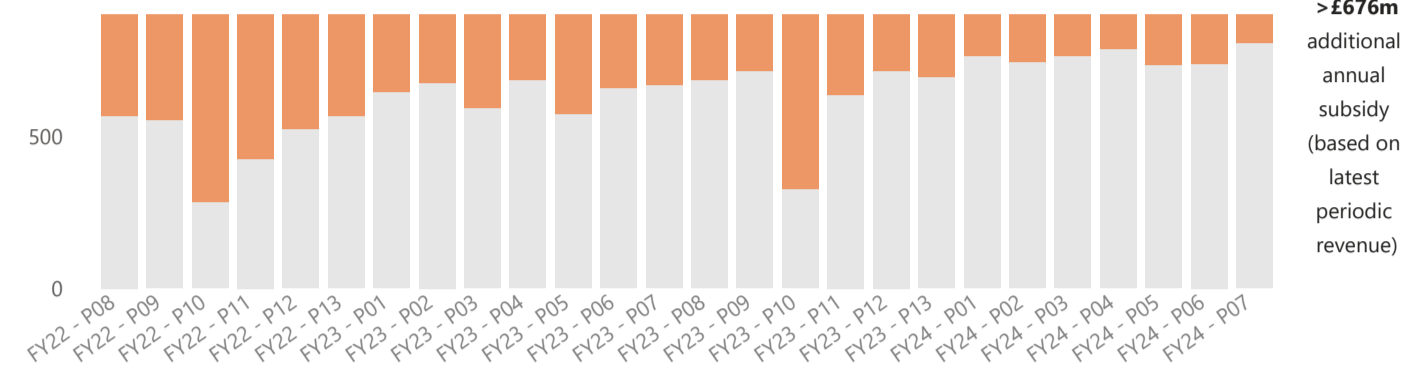
FYF scorecard outturn at each period



On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement

Industry Perspective

Industry Earnings £m Increase In Government Subsidy £m

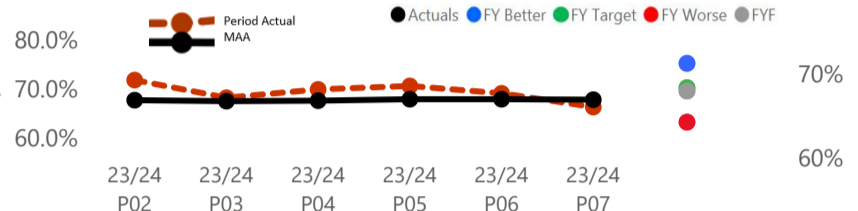


TRAIN SERVICE DELIVERY

Recent trend in actual performance

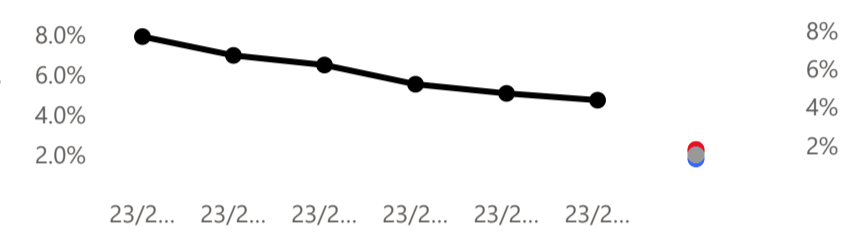
**On Time**

Weighting	YTD (MAA)	FYF	Achievement
15.00%	67.7%	67.9%	90.2%



**Freight Cancellations**

Weighting	YTD (MAA)	FYF	Achievement
7.50%	4.72%	1.50%	147.4%

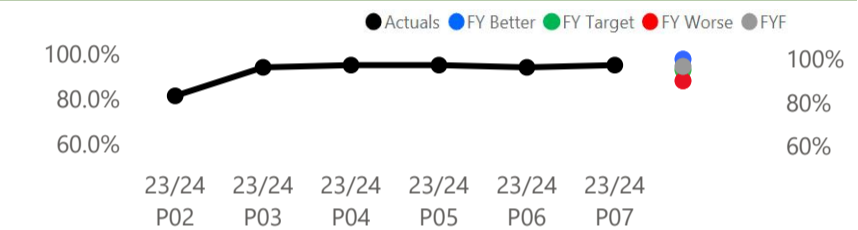


SAFETY

Recent trend in actual performance

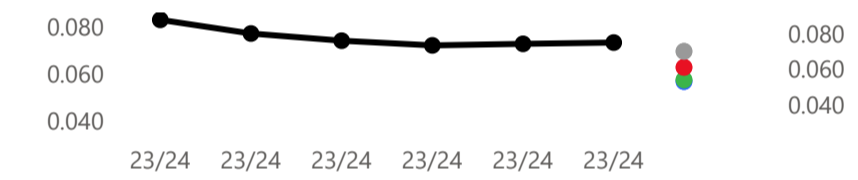
**Passenger Safety – Train Accident Risk Reduction (TARR)**

Weighting	YTD	FYF	Achievement
10.00%	95.0%	96.6%	132.9%



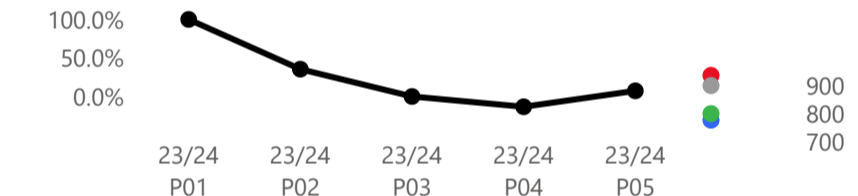
**Workforce Fatalities and Weighted Injuries**

Weighting	YTD (MAA)	FYF	Achievement
5.00%	0.073	0.070	0.0%



**Personal Accountability for Safety**

Weighting	YTD	FYF	Achievement
5.00%	416	900	26.5%

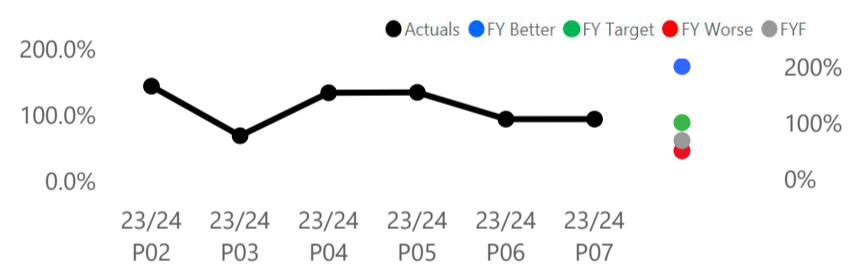


SUSTAINABLE GROWTH

Recent trend in actual performance

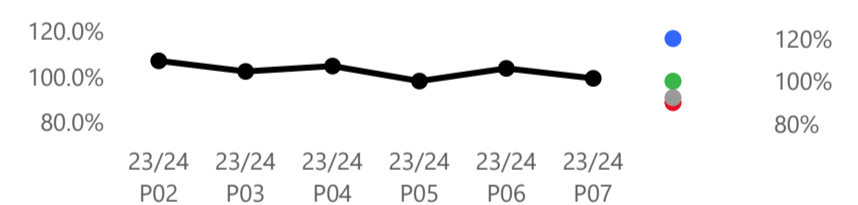
**Enhancement Milestones and Acceleration**

Weighting	YTD	FYF	Achievement
10.00%	93.5%	68.2%	68.2%



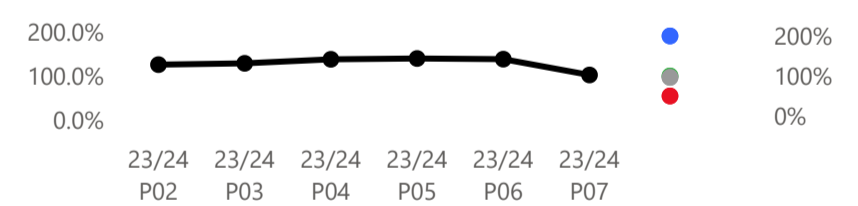
**Effective Volumes**

Weighting	YTD	FYF	Achievement
5.00%	99.2%	92.3%	23.0%



**Environmental Sustainability Index**

Weighting	YTD	FYF	Achievement
5.00%	102.7%	96.4%	96.4%



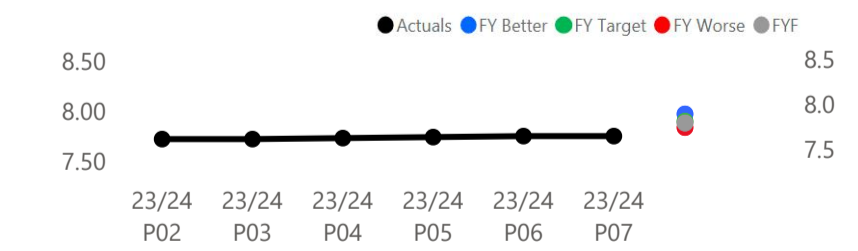
\*Environmental Sustainability Index YTD reported 2 periods in arrears

CUSTOMERS & COMMUNITIES

Recent trend in actual performance

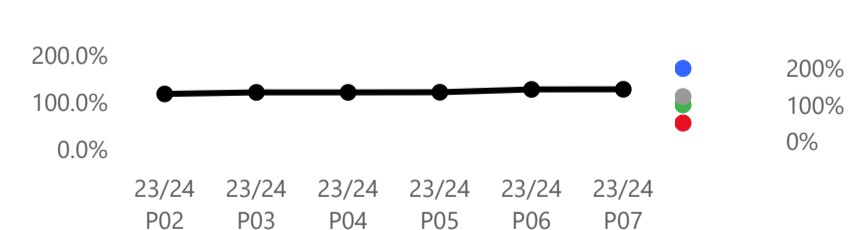
**Passenger Satisfaction (Wavelength)**

Weighting	YTD	FYF	Achievement
12.50%	7.75	7.79	71.4%



**Customer Contact Management (Complaints Handling)**

Weighting	YTD	FYF	Achievement
5.00%	127.4%	122.4%	122.4%

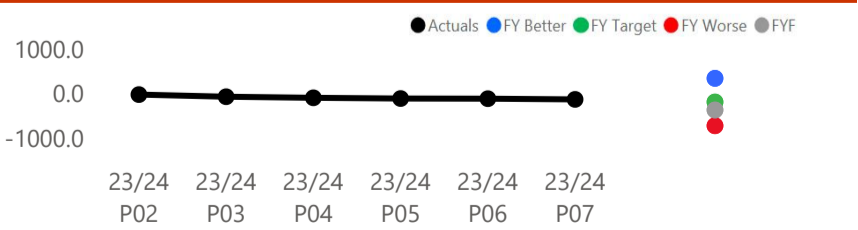


EFFICIENCY

Recent trend in actual performance

**Financial Performance Measure (FPM)**

Weighting	YTD	FYF	Achievement
15.00%	-£137.2m	-£175.6m	66.5%

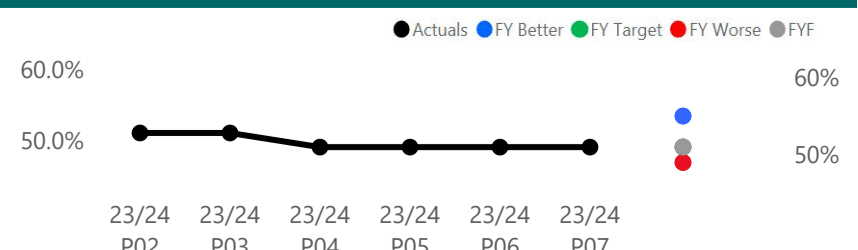


PEOPLE

Recent trend in actual performance

**Employee Engagement**

Weighting	YTD	FYF	Achievement
5.00%	49.0%	51.0%	100.0%

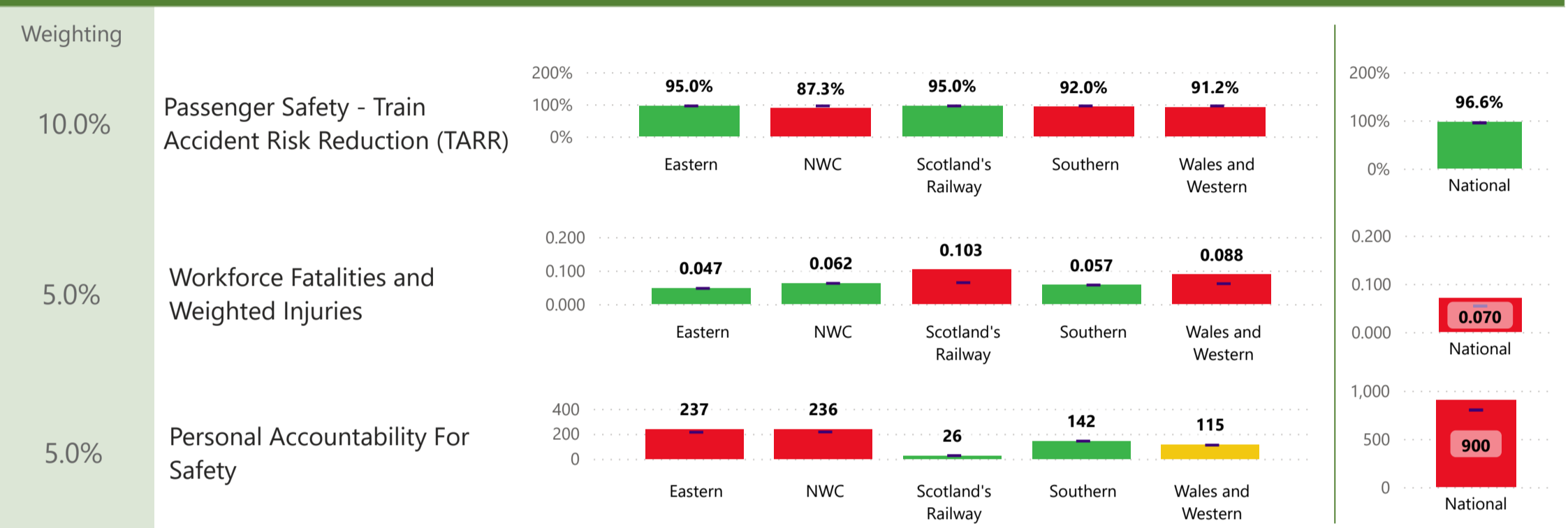




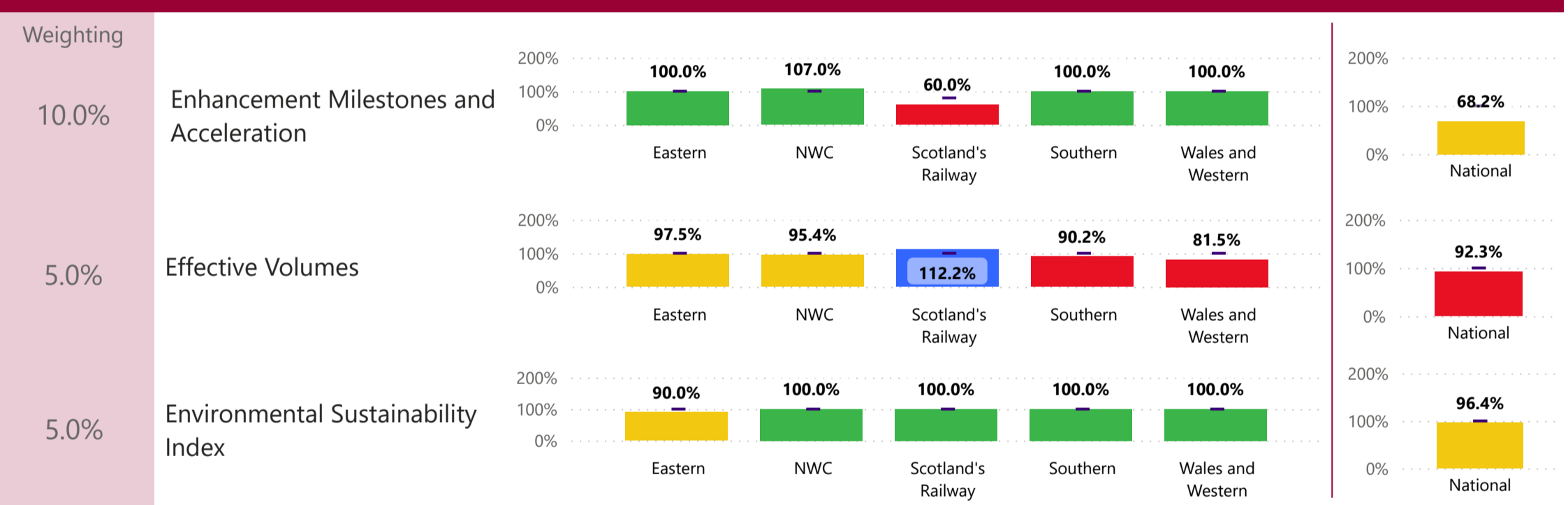
### TRAIN SERVICE DELIVERY



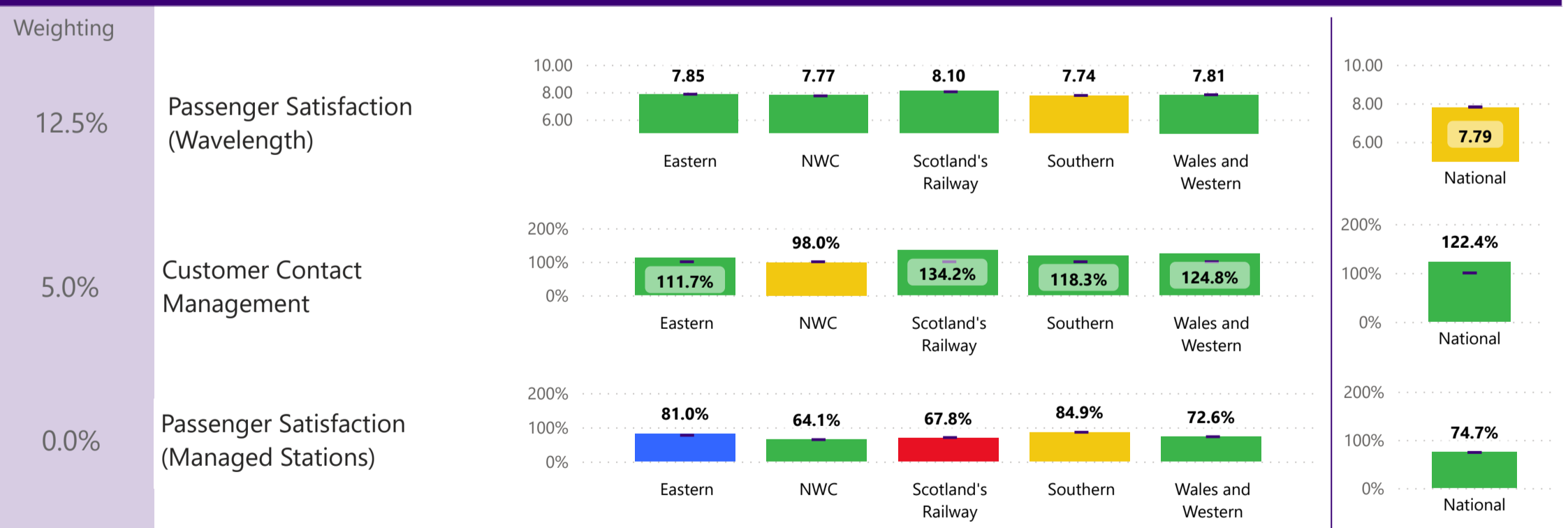
### SAFETY



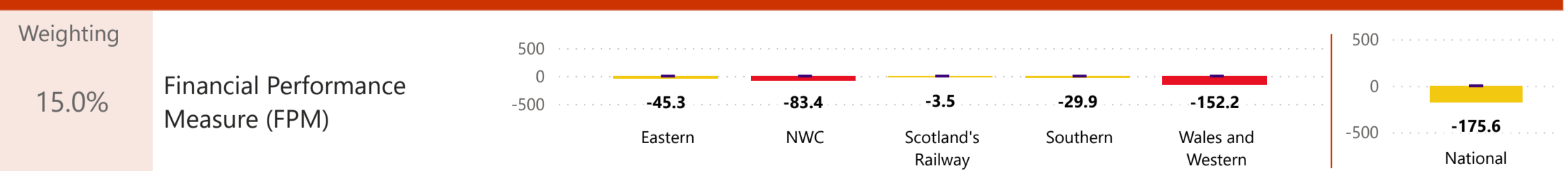
### SUSTAINABLE GROWTH



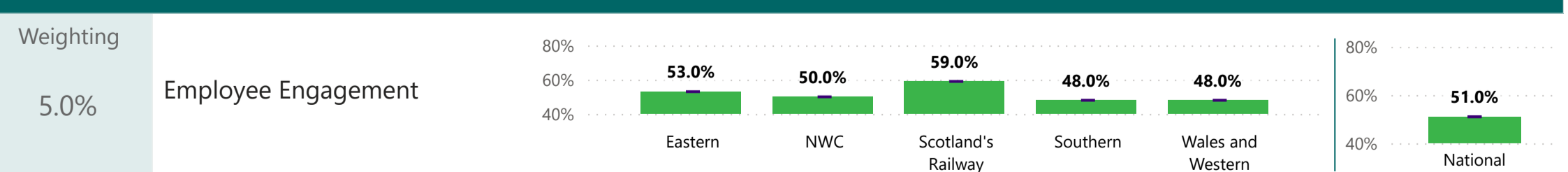
### CUSTOMERS & COMMUNITIES



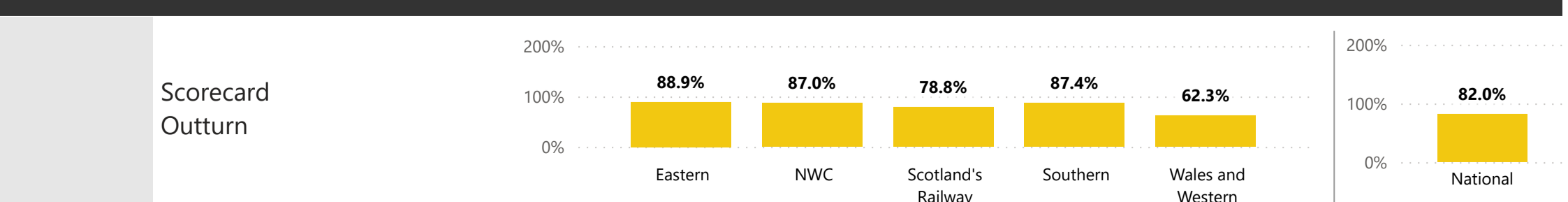
### EFFICIENCY



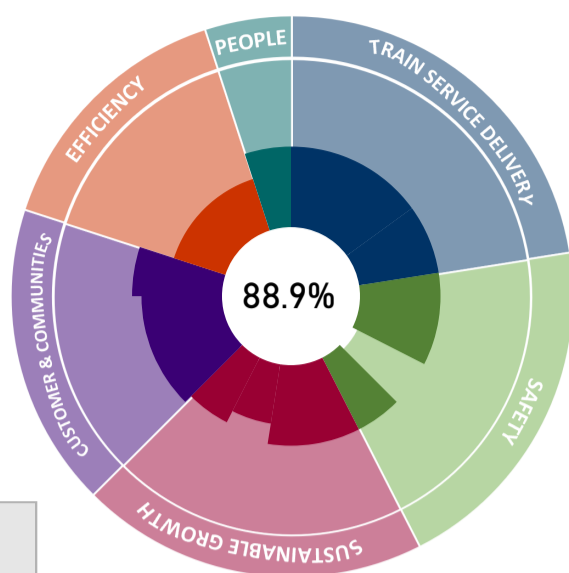
### PEOPLE



### OVERALL

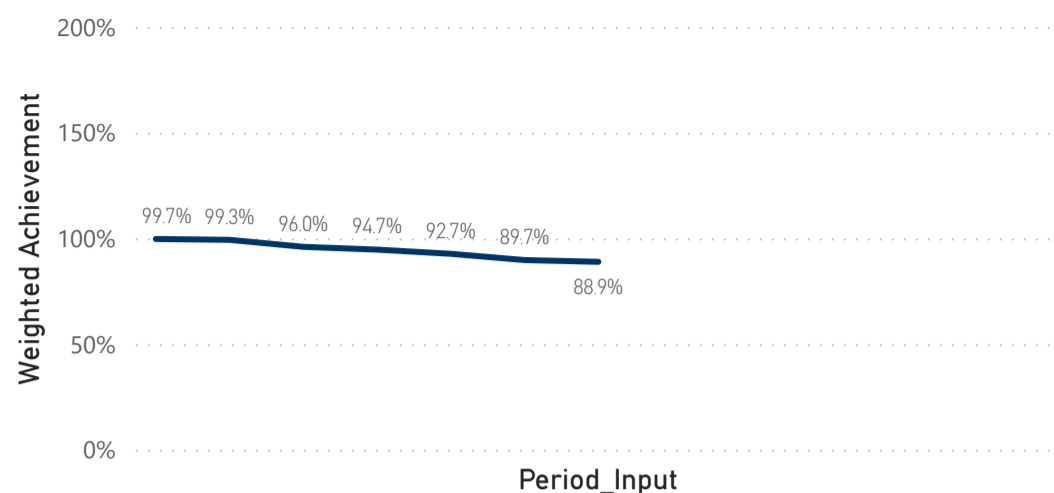


On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement



For each wedge:  
Width = Weighting  
Length = Achievement

FYF scorecard outturn at each period



On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement

## TRAIN SERVICE DELIVERY

KPI	Weighting	YTD	FYF	Achievement
On Time	15.0%	70.0%	70.6%	100.0%
Freight Cancellations	7.5%	4.65%	1.31%	100.0%
Consistent Region Measure – Performance (CRM-P)	0.0%	1.61	1.50	100.0%
Freight Delivery Metric (FDM)	0.0%	88.7%	92.2%	0.0%
Composite Reliability Index (CRI)	0.0%	5.78%	6.85%	187.3%
Service Affecting Failures (SAFs) excl. Telecoms	0.0%	3941	7340	200.0%
North & East Route Scorecard	0.0%	76.0%	107.5%	107.5%
East Coast Route Scorecard	0.0%	91.2%	87.3%	74.6%
East Midlands Route Scorecard	0.0%	116.4%	108.8%	108.8%
Anglia Route Scorecard	0.0%	101.4%	108.4%	108.4%

## SAFETY

KPI	Weighting	YTD	FYF	Achievement
Workforce Fatalities and Weighted Injuries	5.0%	0.052	0.047	100.0%
Passenger Safety – Train Accident Risk Reduction (TARR)	10.0%	95.4%	95.0%	100.0%
Personal Accountability for Safety	5.0%	145	237	0.0%

## SUSTAINABLE GROWTH

KPI	Weighting	YTD	FYF	Achievement
Environmental Sustainability Index	5.0%	60.8%	90.0%	90.0%
Effective Volumes	5.0%	108.0%	97.5%	74.5%
Enhancement Milestones and Acceleration	10.0%	29.7%	100.0%	100.0%

## CUSTOMER & COMMUNITIES

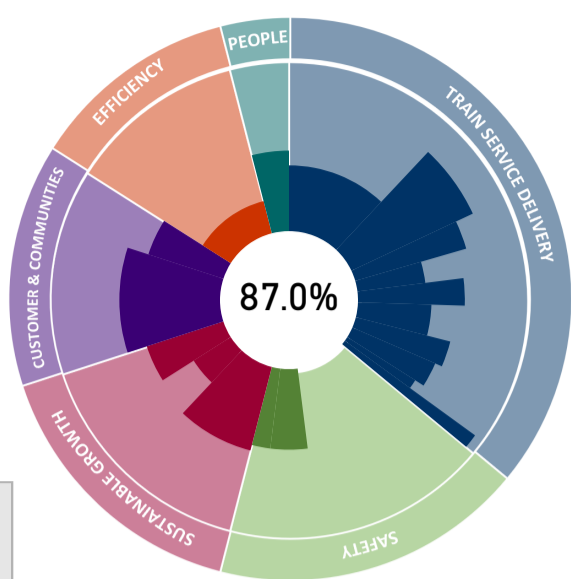
KPI	Weighting	YTD	FYF	Achievement
Passenger Satisfaction (Managed Stations)	0.0%	80.8%	81.0%	186.0%
Customer Contact Management (Complaints Handling)	5.0%	123.0%	111.7%	111.7%
Passenger Satisfaction (Wavelength)	12.5%	7.75	7.85	100.0%

## EFFICIENCY

KPI	Weighting	YTD	FYF	Achievement
Financial Performance Measure (FPM)	15.0%	-£37.8m	-£45.3m	67.2%

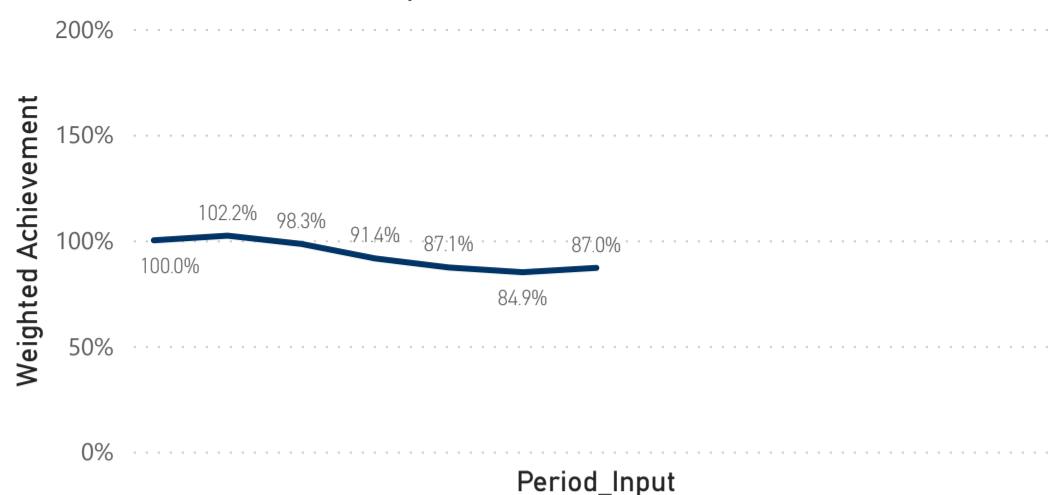
## PEOPLE

KPI	Weighting	YTD	FYF	Achievement
Employee Engagement	5.0%	51.0%	53.0%	100.0%



For each wedge:  
Width = Weighting  
Length = Achievement

FYF scorecard outturn at each period



On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement

### TRAIN SERVICE DELIVERY

KPI	Weighting	YTD	FYF	Achievement
On Time	12.0%	63.4%	63.8%	81.6%
Freight Cancellations	6.0%	4.00%	1.31%	166.7%
Consistent Region Measure – Performance (CRM-P)	0.0%	1.87	1.78	28.6%
Freight Delivery Metric (FDM)	0.0%	89.7%	92.8%	0.0%
Composite Reliability Index (CRI)	0.0%	1.86%	3.48%	138.5%
Service Affecting Failures (SAFs) excl. Telecoms	0.0%	2942	5332	98.0%
Time to 3	0.0%	82.8%	82.6%	100.0%
Chiltern	2.5%	160.7%	143.6%	143.6%
Merseyrail	2.5%	101.5%	85.0%	85.0%
TPE	2.5%	53.6%	132.7%	132.7%
Avanti	3.5%	90.0%	91.3%	91.3%
WMT	2.5%	126.2%	121.1%	121.1%
Northern	2.5%	81.5%	112.2%	112.2%
XC delay minutes caused by incidents on Central Route	1.0%	35010	121381	100.0%
Caledonian Sleeper RTA	1.0%	87.9%	83.9%	200.0%

### SAFETY

KPI	Weighting	YTD	FYF	Achievement
Workforce Fatalities and Weighted Injuries	4.0%	0.067	0.062	100.0%
Passenger Safety – Train Accident Risk Reduction (TARR)	8.0%	76.8%	87.3%	0.0%
Personal Accountability for Safety	4.0%	110	236	0.0%
Safety Conversations	2.0%	2870	1215	100.0%

### SUSTAINABLE GROWTH

KPI	Weighting	YTD	FYF	Achievement
Effective Volumes	4.0%	102.2%	95.4%	54.5%
Environmental Sustainability Index	4.0%	163.1%	100.0%	100.0%
Enhancement Milestones and Acceleration	8.0%	40.3%	107.0%	107.0%

### CUSTOMER & COMMUNITIES

KPI	Weighting	YTD	FYF	Achievement
Passenger Satisfaction (Managed Stations)	0.0%	65.5%	64.1%	100.0%
Customer Contact Management (Complaints Handling)	4.0%	122.5%	98.0%	98.0%
Passenger Satisfaction (Wavelength)	10.0%	7.78	7.77	125.0%

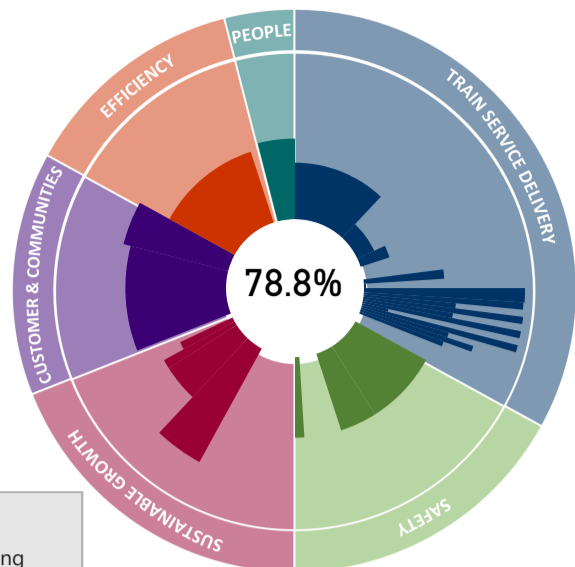
### EFFICIENCY

KPI	Weighting	YTD	FYF	Achievement
Financial Performance Measure (FPM)	12.0%	-£87.8m	-£83.4m	41.3%

### PEOPLE

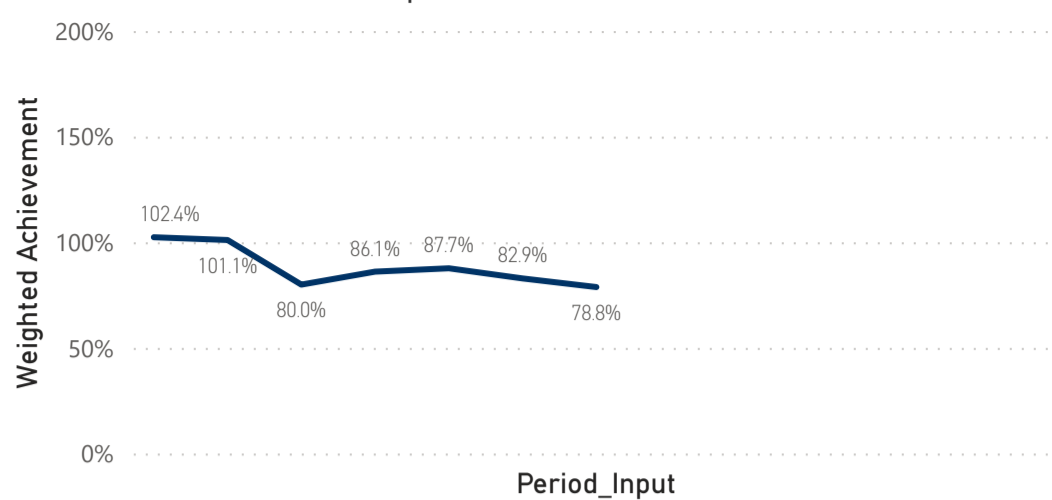
KPI	Weighting	YTD	FYF	Achievement
Employee Engagement	4.0%	48.0%	50.0%	100.0%





For each wedge:  
Width = Weighting  
Length = Achievement

FYF scorecard outturn at each period



On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement

### TRAIN SERVICE DELIVERY

KPI	Weighting	YTD	FYF	Achievement
ScotRail PPM	12.0%	89.3%	90.0%	70.0%
Freight Cancellations	6.0%	4.11%	2.07%	23.1%
Freight Delivery Metric (FDM)	2.0%	91.2%	93.7%	37.7%
Consistent Region Measure – Performance (CRM-P)	0.0%	1.25	1.10	0.0%
Service Affecting Failures (SAFs) excl. Telecoms	1.5%	1038	1875	0.0%
Composite Reliability Index (CRI)	1.5%	21.1%	20.8%	0.0%
ScotRail Journey Times	1.0%	92.0%	93.0%	100.0%
Average Speed of Freight Services, % Improvement	1.0%	3.7%	4.2%	2.5%
Caledonian Sleeper Right Time Arrivals	1.0%	83.2%	83.6%	200.0%
Cross Country BPI Northbound (T-3)	0.5%	1.10	1.06	198.6%
Cross Country BPI Southbound (T-3)	0.5%	0.96	0.98	115.0%
Transpennine Express BPI Northbound (T-3)	0.5%	1.20	1.15	200.0%
Transpennine Express BPI Southbound (T-3)	0.5%	0.90	0.94	113.0%
LNER BPI Northbound (T-3)	0.5%	1.18	1.09	200.0%
LNER BPI Southbound (T-3)	0.5%	0.94	0.96	33.2%
Avanti BPI Northbound (T-3)	0.5%	1.28	1.23	200.0%
Avanti West Coast BPI Southbound (T-3)	0.5%	0.79	0.84	113.1%
Lumo BPI Northbound	0.5%	1.04	1.02	147.2%
Lumo BPI Southbound	0.5%	0.98	0.99	110.5%
PPM failures as a result of extreme weather incidents	1.0%	2978	7738	0.0%
ScotRail Passenger Numbers (million pasenger journeys)	1.0%	43	80	0.0%

### SAFETY

KPI	Weighting	YTD	FYF	Achievement
Passenger Safety – Train Accident Risk Reduction (TARR)	8.0%	94.1%	95.0%	100.0%
Personal Accountability for Safety	4.0%	7	26	100.0%
Workforce Fatalities and Weighted Injuries	4.0%	0.174	0.103	0.0%
Top 10 Milestones to Reduce Level Crossing Risk	1.0%	4	8	100.0%

### SUSTAINABLE GROWTH

KPI	Weighting	YTD	FYF	Achievement
Enhancement Milestones and Acceleration	8.0%	41.2%	60.0%	0.0%
Effective Volumes	4.0%	113.8%	112.2%	160.8%
Environmental Sustainability Index	4.0%	93.7%	100.0%	100.0%
Sustainability Strategy - % of milestones delivered	1.0%	35.0%	80.0%	100.0%
Non-Traction Energy Usage, % Reduction	1.0%	13.0%	16.6%	72.0%
Scottish Freight Growth on Baseline	1.0%	-5.3%	-6.8%	0.0%

### CUSTOMER & COMMUNITIES

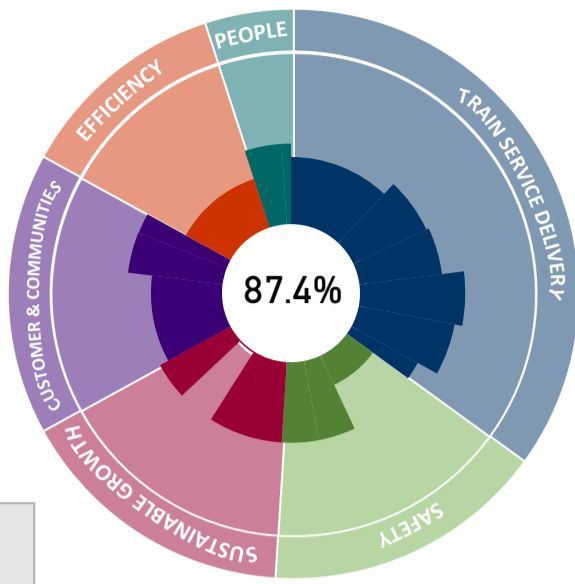
KPI	Weighting	YTD	FYF	Achievement
Passenger Satisfaction (Wavelength)	10.0%	8.06	8.10	125.0%
Customer Contact Management (Complaints Handling)	4.0%	127.9%	134.2%	134.2%
Passenger Satisfaction (Managed Stations)	0.0%	67.7%	67.8%	20.0%

### EFFICIENCY

KPI	Weighting	YTD	FYF	Achievement
Financial Performance Measure (FPM)	12.0%	-£0.4m	-£3.5m	92.3%
Funding Compliance ( versus 10% Annual Rollover Allowance)	0.0%	0.0%	5.0%	100.0%
Net Cost of Operating Scotland's Railway	1.0%	0.0%	0.0%	0.0%

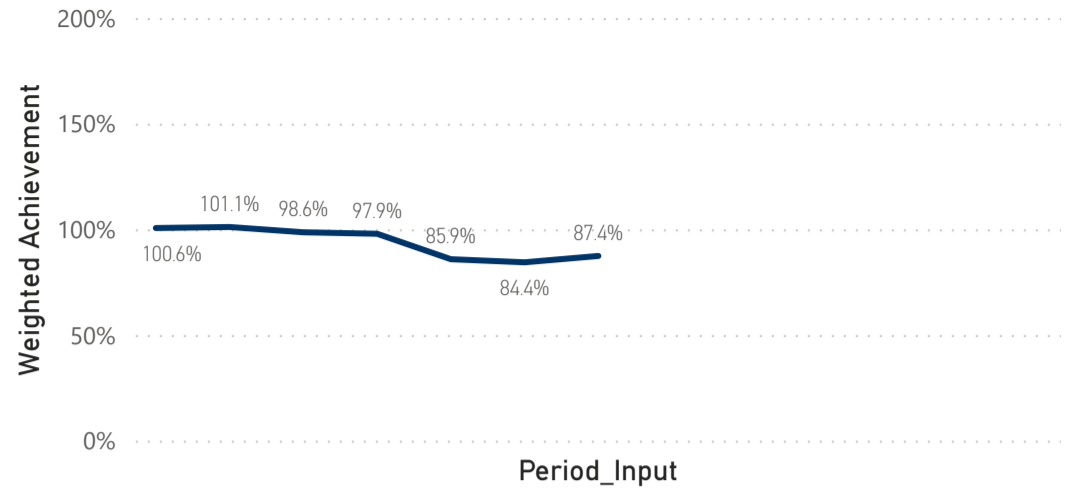
### PEOPLE

KPI	Weighting	YTD	FYF	Achievement
Employee Engagement	4.0%	57.0%	59.0%	100.0%



For each wedge:  
Width = Weighting  
Length = Achievement

FYF scorecard outturn at each period



On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement

### TRAIN SERVICE DELIVERY

KPI	Weighting	YTD	FYF	Achievement
On Time	12.0%	68.2%	68.6%	83.3%
Freight Cancellations	6.0%	4.68%	1.73%	100.1%
Consistent Region Measure – Performance (CRM-P)	0.0%	2.62	2.49	92.2%
Freight Delivery Metric (FDM)	0.0%	86.6%	90.5%	0.0%
Composite Reliability Index (CRI)	0.0%	11.78%	15.87%	136.1%
Kent	5.0%	100.0%	103.3%	103.3%
Sussex	5.0%	143.3%	130.7%	130.7%
Wessex	5.0%	115.8%	121.2%	121.2%
NRHS	2.0%	72.2%	93.9%	93.9%

### SAFETY

KPI	Weighting	YTD	FYF	Achievement
Passenger Safety – Train Accident Risk Reduction (TARR)	8.0%	92.3%	92.0%	40.0%
Personal Accountability for Safety	4.0%	46	142	100.0%
Workforce Fatalities and Weighted Injuries	4.0%	0.072	0.057	100.0%

### SUSTAINABLE GROWTH

KPI	Weighting	YTD	FYF	Achievement
Enhancement Milestones and Acceleration	8.0%	189.9%	100.0%	100.0%
Environmental Sustainability Index	4.0%	75.3%	100.0%	100.0%
Effective Volumes	4.0%	87.9%	90.2%	2.0%

### CUSTOMER & COMMUNITIES

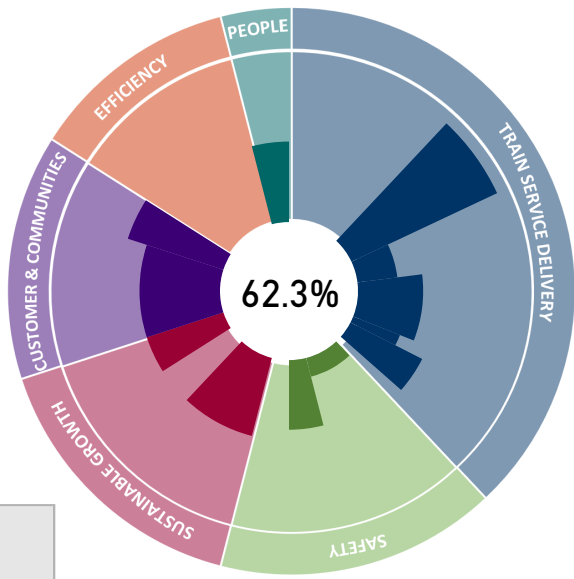
KPI	Weighting	YTD	FYF	Achievement
Stations	2.0%	136.0%	117.7%	117.7%
Passenger Satisfaction (Managed Stations)	0.0%	84.7%	84.9%	76.7%
Customer Contact Management (Complaints Handling)	4.0%	137.8%	118.3%	118.3%
Passenger Satisfaction (Wavelength)	10.0%	7.64	7.74	88.2%

### EFFICIENCY

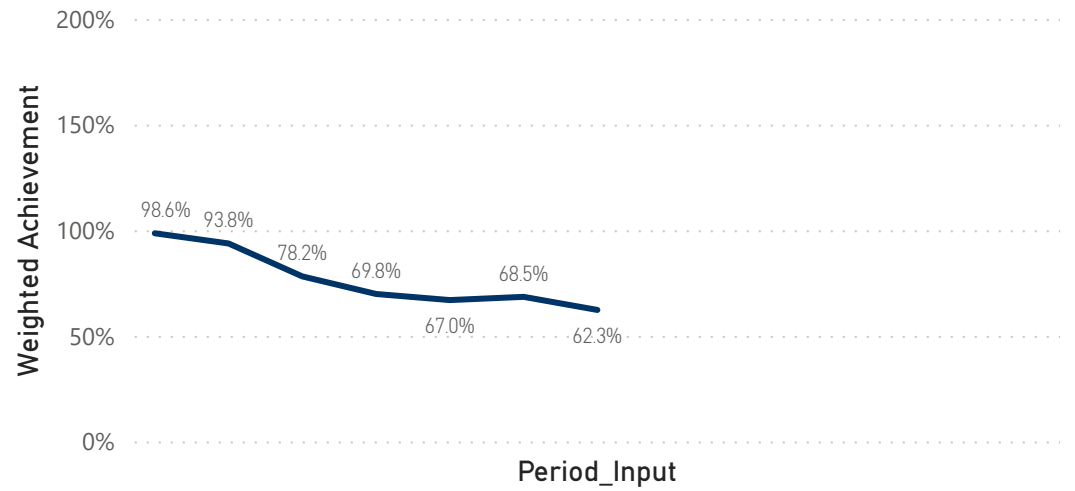
KPI	Weighting	YTD	FYF	Achievement
Financial Performance Measure (FPM)	12.0%	£6.5m	-£29.9m	63.3%

### PEOPLE

KPI	Weighting	YTD	FYF	Achievement
Employee Engagement	4.0%	46.0%	48.0%	100.0%
Uptake of wellbeing aspect of HSW medicals	1.0%	52.7%	45.0%	100.0%



FYF scorecard outturn at each period



**On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement**

### TRAIN SERVICE DELIVERY

KPI	Weighting	YTD	FYF	Achievement
On Time	12.0%	59.8%	60.6%	0.0%
Freight Cancellations	6.0%	6.16%	1.92%	200.0%
Consistent Region Measure – Performance (CRM-P)	0.0%	2.55	2.49	0.0%
Freight Delivery Metric (FDM)	0.0%	84.1%	90.9%	0.0%
Composite Reliability Index (CRI)	0.0%	-7.71%	-8.55%	0.0%
Service Affecting Failures (SAFs) excl. Telecoms	0.0%	1978	3499	0.0%
Transport for Wales - Customer Scorecard	5.0%	40.6%	50.0%	50.0%
Great Western Railway - Customer Scorecard	8.0%	97.6%	81.0%	81.0%
Heathrow Express - Customer Scorecard	1.5%	44.6%	62.5%	62.5%
MTR - Customer Scorecard	4.0%	52.1%	100.0%	100.0%
NR Wales Route delay minutes impacting Cross Country	1.5%	10769	20181	0.0%

### SAFETY

KPI	Weighting	YTD	FYF	Achievement
Passenger Safety – Train Accident Risk Reduction (TARR)	8.0%	72.4%	91.2%	24.0%
Personal Accountability for Safety	4.0%	61	115	86.5%
Workforce Fatalities and Weighted Injuries	4.0%	0.085	0.088	0.0%

### SUSTAINABLE GROWTH

KPI	Weighting	YTD	FYF	Achievement
Enhancement Milestones and Acceleration	8.0%	25.5%	100.0%	100.0%
Effective Volumes	4.0%	208.5%	81.5%	0.0%
Environmental Sustainability Index	4.0%	86.5%	100.0%	100.0%

### CUSTOMER & COMMUNITIES

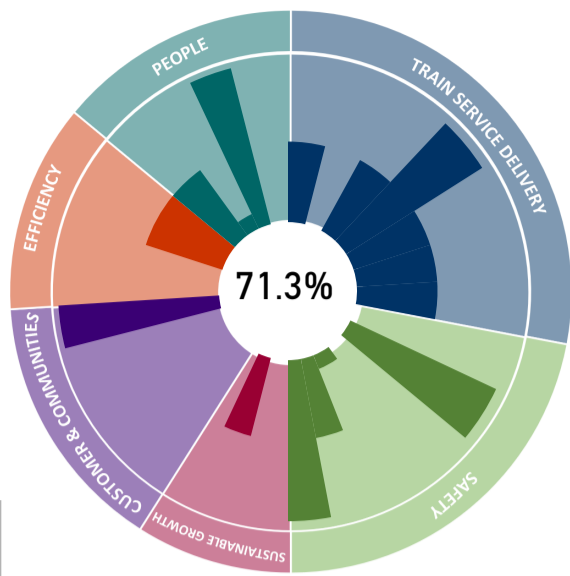
KPI	Weighting	YTD	FYF	Achievement
Passenger Satisfaction (Wavelength)	10.0%	7.73	7.81	100.0%
Customer Contact Management (Complaints Handling)	4.0%	124.0%	124.8%	124.8%
Passenger Satisfaction (Managed Stations)	0.0%	71.6%	72.6%	100.0%

### EFFICIENCY

KPI	Weighting	YTD	FYF	Achievement
Financial Performance Measure (FPM)	12.0%	−£95.3m	−£152.2m	0.0%

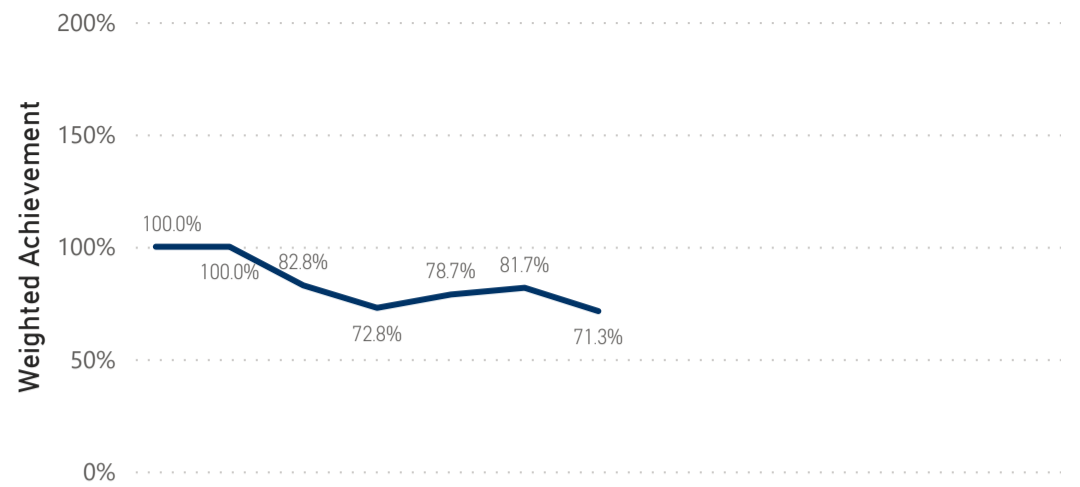
### PEOPLE

KPI	Weighting	YTD	FYF	Achievement
Employee Engagement	4.0%	46.0%	48.0%	100.0%



For each wedge:  
Width = Weighting  
Length = Achievement

FYF scorecard outturn at each period



**On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement**

## TRAIN SERVICE DELIVERY

KPI	Weighting	YTD	FYF	Achievement
Renewals Tamping	4.00%	100.0%	99.8%	100.0%
SCO Delays (Minutes)	4.00%	35013	56975	0.0%
Delivery by Rail	4.00%	99.3%	99.1%	100.0%
Milling	4.00%	97.3%	93.1%	200.0%
Autumn Seasonal Track Treatment	4.00%	96.0%	96.5%	100.0%
Telecoms Services Affecting Failures (SAFs) Incidents	4.00%	871	1444	100.0%
On time delivery adherence (EIS engineering programmes)	4.00%	96.3%	98.2%	100.0%

## SAFETY

KPI	Weighting	YTD	FYF	Achievement
TARR: Coverage & Compliance of Trainborne Track Testing	4.00%	95.8%	95.8%	0.0%
TARR: Right First Time Trainborne Monitoring	4.00%	86.7%	82.0%	200.0%
Fatalities & Weighted Injuries (FWI)	4.00%	0.051	0.051	0.0%
Personal Accountability for Safety (PAFS)	4.00%	50	112	18.2%
IT Security	3.00%	99.9%	99.9%	100.0%
% Attendance at Safety Hours	3.00%	105.1%	101.5%	200.0%

## SUSTAINABLE GROWTH

KPI	Weighting	YTD	FYF	Achievement
Programme Milestones	4.00%	50.0%	70.0%	0.0%
% of Suppliers who have set emission target	3.00%	63.3%	65.0%	100.0%
Effective Volumes - High Output	2.00%	99.2%	90.0%	0.0%

## CUSTOMER & COMMUNITIES

KPI	Weighting	YTD	FYF	Achievement
Enabling Efficiencies + C&P Efficiency Contributions	6.00%	£137.0m	£250.9m	100.0%
Financial Performance Measure (FPM)	6.00%	-£26.2m	-£4.6m	0.0%

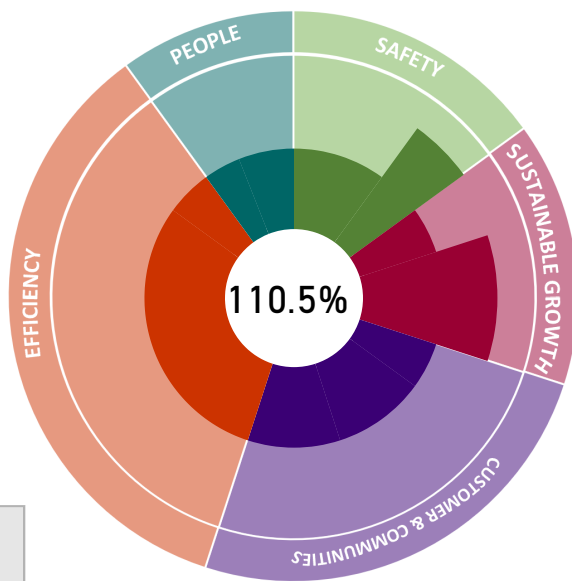
## EFFICIENCY

KPI	Weighting	YTD	FYF	Achievement
Lift Availability	4.00%	98.4%	98.5%	0.0%
We pay our employees correctly first time	4.00%	95.6%	97.6%	0.0%
Payment of Suppliers to Terms	4.00%	91.6%	92.6%	0.0%
Passenger Impacting IT Services	3.00%	99.9%	99.8%	200.0%

## PEOPLE

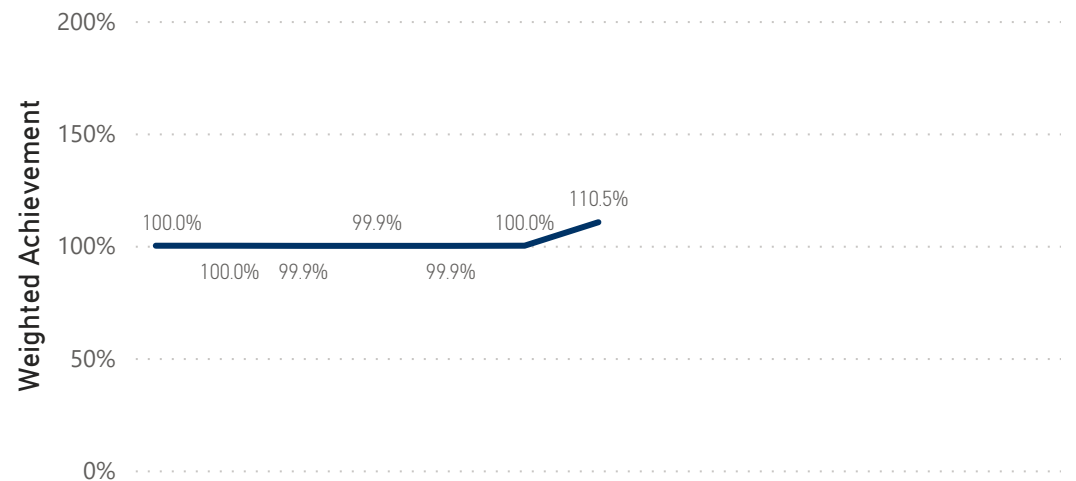
KPI	Weighting	YTD	FYF	Achievement
Employee Engagement	4.00%	46.0%	48.0%	100.0%
Number of Open Live Formal Grievances	3.00%	31	34	20.0%
95% of approved training requests in RS are planned in < 90 days	3.00%	98.7%	97.0%	200.0%
Increase in % of Female Staff	2.00%	29.6%	29.6%	0.0%
Increase in % of Black, Asian and Minority Ethnic Staff	2.00%	12.6%	12.6%	0.0%





For each wedge:  
Width = Weighting  
Length = Achievement

FYF scorecard outturn at each period



**On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement**

### SAFETY

KPI	Weighting	YTD	FYF	Achievement
Property Inspections	10.00%	90.0%	96.6%	100.0%
Safety Improvement - Programme Milestones	5.00%	50.0%	95.0%	175.0%

### SUSTAINABLE GROWTH

KPI	Weighting	YTD	FYF	Achievement
Sustainability - Programme Milestones	10.00%	40.0%	95.0%	167.0%
Top 20 Development Schemes - Programme Milestones	5.00%	38.3%	50.0%	100.0%

### CUSTOMER & COMMUNITIES

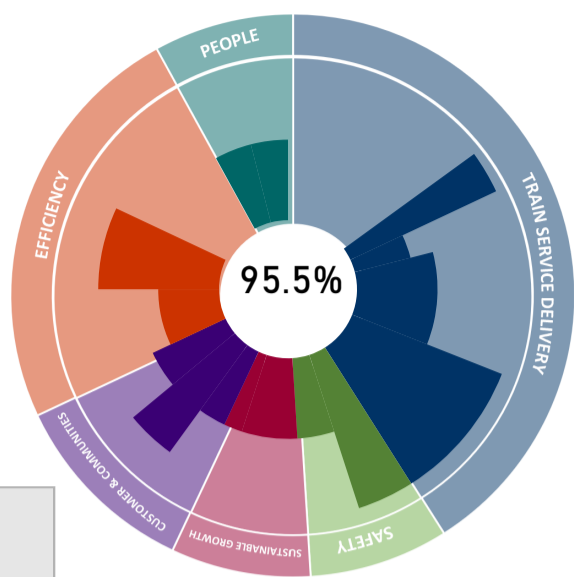
KPI	Weighting	YTD	FYF	Achievement
Passenger Insights Survey	5.00%	N/A	76.0%	100.0%
Internal Customer Scores	10.00%	N/A	72.0%	100.0%
External Customer Scores	10.00%	N/A	81.0%	100.0%

### EFFICIENCY

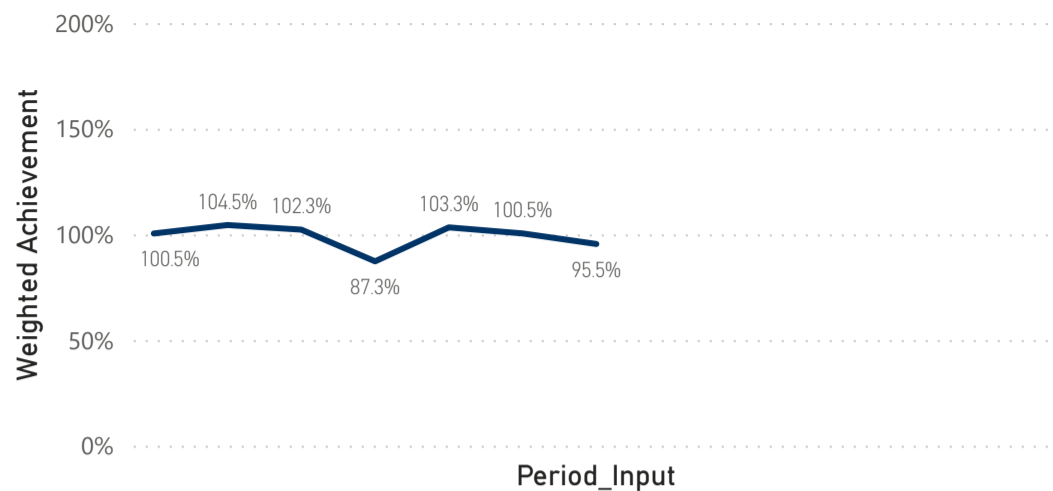
KPI	Weighting	YTD	FYF	Achievement
FPM (Profit After Sales) - Achieve FPM target	30.00%	-£1.01m	£0.00m	100.0%
Resi Housing Numbers - (Risk Adjusted)	5.00%	0	690	100.0%

### PEOPLE

KPI	Weighting	YTD	FYF	Achievement
Employee Engagement	4.00%	61.0%	63.0%	100.0%
People, D&I, H&W & Process Milestones	6.00%	39.8%	99.4%	100.0%



FYF scorecard outturn at each period



**On target performance now delivers 100% achievement with above upper taper performance delivering 200% achievement**

### TRAIN SERVICE DELIVERY

KPI	Weighting	YTD	FYF	Achievement
IM Responsible Seconds Delay per Train on HS1	10.00%	11.02	7.20	0.0%
Delay Free Days	5.00%	94	190	0.0%
Eurostar Right Time Arrivals from St Pancras to Eurotunnel (T-5)	3.00%	89.4%	86.0%	200.0%
SE Trains High Speed On Time	3.00%	64.3%	65.0%	71.4%
Infrastructure Performance (Severity 1 and 2 Faults)	10.00%	43	75	100.0%
Completion of Planned Maintenance (Route & Stations)	10.00%	116.7%	150.0%	200.0%

### SAFETY

KPI	Weighting	YTD	FYF	Achievement
Workforce FWI	4.00%	0.156	0.060	200.0%
Passenger FWI	4.00%	0.023	0.020	100.0%

### SUSTAINABLE GROWTH

KPI	Weighting	YTD	FYF	Achievement
Sustainability - Effective Delivery of Agreed Priorities with HS1 Ltd	6.00%	1.00	1.00	100.0%
Business Continuity (IA Resilience)	2.00%	100.0%	100.0%	100.0%

### CUSTOMER & COMMUNITIES

KPI	Weighting	YTD	FYF	Achievement
Station Matters	3.00%	43.7%	51.0%	100.0%
Average Age of Service Requests	4.00%	3	9	164.1%
LET Asset Availability	4.00%	97.1%	98.0%	100.0%

### EFFICIENCY

KPI	Weighting	YTD	FYF	Achievement
NRHS EBIT Profit (£m)	7.00%	£5.1m	£7.3m	75.5%
Delivery of Route O&M 5YAMS Net Efficiencies (£000s)	7.00%	1365	2571	150.0%
Effective Delivery of Renewals (Route & Stations)	10.00%	111%	65%	0.0%

### PEOPLE

KPI	Weighting	YTD	FYF	Achievement
Employee Engagement	4.00%	40.0%	42.0%	100.0%
D&I (Combined Gender / BAME rep. within NRHS Leadership)	4.00%	100.0%	100.0%	100.0%